



Working side by side with communities to build an equitable future for everyone.



March 27, 2026

Brenda Merritt
RFP Coordinator
Office of Superintendent of Public Instruction
contracts@k12.wa.us



Re: Proposal Submission for RFP No. 2026-19, Food Service Site Reviews

Dear RFP Coordinator,



United Way of King County is pleased to submit this proposal in response to RFP No. 2026-19, Food Service Site Reviews. United Way of King County has extensive experience supporting and strengthening federal child nutrition programs in Washington State, including the Summer Food Service Program, National School Lunch Program, School Breakfast Program, and Child and Adult Care Food Program.



Through this work, United Way has developed a strong working knowledge of federal child nutrition program requirements, including 7 CFR Part 225, as well as practical familiarity with food service operations, compliance monitoring, and technical assistance. Staff assigned to this work have completed OSPI monitoring trainings and shadowed OSPI staff during site reviews, and are well positioned to conduct accurate, consistent, and compliant site reviews aligned with OSPI expectations.



United Way of King County proposes to provide food service site review coverage in the following counties: King, Pierce, Thurston, Lewis, Mason, Kitsap, Grays Harbor, Snohomish, Island, and Skagit, with limited capacity to conduct up to two visits in Cowlitz, Clark, Skamania, Pacific, or Whatcom Counties.

The primary point of contact for this proposal is:

Madeleine Vistica, Senior Food Security Program Manager
United Way of King County
(206) 461-5096
mvistica@uwkc.org



United Way of King County appreciates the opportunity to submit this proposal and would welcome the chance to support OSPI in meeting Summer Food Service Program monitoring requirements during the 2026 operating season.



Sincerely,

Sara Seelmeyer
Director of Ending Hunger
United Way of King County



EXHIBIT A

CERTIFICATIONS AND ASSURANCES

Bidder must sign and include the full text of this Exhibit A with their proposal.

Bidder makes the following certifications and assurances as a required element of the proposal to which it is attached, understanding that the truthfulness of the facts affirmed here and the continuing compliance with these requirements are conditions precedent to the award or continuation of the related contract(s):

1. Bidder declares that all answers and statements made in the proposal are true and correct.
2. The prices and/or cost data have been determined independently, without consultation, communication, or agreement with others for the purpose of restricting competition. However, Bidder may freely join with other persons or organizations for the purpose of presenting a single proposal.
3. The attached proposal is a firm offer for a period of ninety (90) business days following receipt, and it may be accepted by OSPI without further negotiation (except where obviously required by lack of certainty in key terms) at any time within the ninety (90) business-day period.
4. In preparing this proposal, Bidder has not been assisted by any current or former employee of the state of Washington whose duties relate (or did relate) to this proposal or prospective contract, and who was assisting in other than his or her official, public capacity. (Any exceptions to these assurances are described in full detail on a separate page and attached to this document.)
5. Bidder understands that OSPI will not reimburse Bidder for any costs incurred in the preparation of this proposal. All proposals become the property of OSPI, and Bidder claims no proprietary right to the ideas, writings, items, or samples, unless so stated in this proposal.
6. Unless otherwise required by law, the prices and/or cost data which have been submitted have not been knowingly disclosed by the Bidder and will not knowingly be disclosed by Bidder prior to opening, directly or indirectly, to any other Bidder or to any competitor.
7. Bidder agrees that submission of the attached proposal constitutes acceptance of the solicitation contents and the attached sample contract and general terms and conditions. If there are any exceptions to these terms, Bidder has described those exceptions in detail on the Contract Issues Exhibit.
8. No attempt has been made or will be made by the Bidder to induce any other person or firm to submit or not to submit a proposal for the purpose of restricting competition.
9. Bidder grants OSPI the right to contact references and others, who may have pertinent information regarding the Bidder's prior experience and ability to perform the services contemplated in this procurement.

EXHIBIT A
CERTIFICATIONS AND ASSURANCES

10. Bidder acknowledges that if awarded a contract with OSPI, Bidder is required to comply with all applicable state and federal civil rights and other laws. Failure to comply may result in Contract termination. Bidder agrees to submit additional information about its nondiscrimination policies, at any time, if requested by OSPI.

11. Bidder certifies that Bidder has not, within the three-year period immediately preceding the date of release of this competitive solicitation, been determined by a final and binding citation and notice of assessment issued by the Department of Labor and Industries or through a civil judgment to have willfully violated state minimum wage laws (RCW 49.38.082; Chapters 49.46 RCW, 49.48 RCW, or 49.52 RCW).

12. Bidder has not been debarred or otherwise restricted from participating in any public contracts.

13. Bidder certifies that Bidder has not willfully violated Washington State’s wage payment laws within the last three years.

14. Bidder acknowledges its obligation to notify OSPI of any changes in the certifications and assurances above.

I certify under penalty of perjury of the laws of the State of Washington that the foregoing is true and correct.

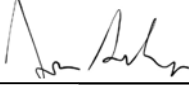
	March 27, 2026	Seattle, Washington
Signature of Bidder	Date	Place Signed (City, State)
Sara Seelmeyer	Director of Ending Hunger	United Way of King County
Printed Name	Title	Organization Name

EXHIBIT B QUALIFICATION AFFIRMATIONS

CONSULTANT INFORMATION

Bidder:	<u>United Way of King County</u>
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MINIMUM QUALIFICATIONS

Please check all boxes that apply.

- Licensed to do business in the State of Washington. If not licensed, provide a written intent to become licensed in Washington within thirty (30) calendar days of being selected as the Apparently Successful Contractor.
- Experience in Child Nutrition Programs
- Knowledge of Regulatory Requirements
- Food Service Operations Experience
- Independence / Conflict of Interest
- Regional Coverage
- Capacity to Travel
- Staff Qualifications
- Technical Proficiency
- Proposal Requirements

Consultants who do not meet the minimum qualifications noted above will be rejected as non-responsive and will not receive further consideration. Any proposal that is rejected as non-responsive will not be evaluated or scored.

ADDITIONAL DESIRED QUALIFICATIONS

Please check all boxes that apply.

- Advanced SFSP/USDA Knowledge
- Specialized Food Service Experience
- Prior Compliance Monitoring Experience
- Regional Familiarity
- Team Capacity / Responsiveness

I certify under penalty of perjury of the laws of the State of Washington that the foregoing is true and correct.



Signature of Bidder

Sara Seelmeyer

Printed Name

March 27, 2026

Date

Director of Ending Hunger United Way of King County

Title

Seattle, Washington

Place Signed (City, State)

Organization Name



CONTRACT INTAKE FORM

All potential consultants/entities seeking a Contract, Agreement, Memorandum of Understanding, etc., with the Office of Superintendent of Public Instruction (OSPI), State Board of Education, or Professional Educator Standards Board, must complete and return this form before a Contract or Agreement will be offered.

1. CONTRACTOR'S NAME (AS LEGALLY REGISTERED WITH THE IRS): ⁴		CONTRACTOR'S DBA (DOING BUSINESS AS) NAME:	
United Way of King County			
2. CONTRACTOR'S CONTACT INFORMATION:			
ADDRESS (NUMBER, STREET, AND APT/SUITE) 720 2 nd Avenue	CITY Seattle	STATE WA	ZIP CODE 98104
CONTRACT MANAGER NAME ¹ Madeleine Vistica	CONTRACT MANAGER'S EMAIL ADDRESS mvistica@uwkc.org		
CONTRACT MANAGER'S PHONE NUMBER 206-461-5096			
CONTRACTOR'S SIGNATORY (IF DIFFERENT THAN CONTRACT MANAGER): ²			
NAME Michael Murakami	EMAIL ADDRESS mmurakami@uwkc.org		
ADDITIONAL INDIVIDUALS TO RECEIVE CONTRACT (IF DESIRED): ³			
NAME(S) Sara Seelmeyer	EMAIL ADDRESS(ES) sseelmeyer@uwkc.org	ACTION REQUIRED (Sign, initial, or courtesy copy) Courtesy Copy	
3. BUSINESS INFORMATION:			
TAXPAYER IDENTIFICATION (TIN) NUMBER For individuals, this is your Social Security Number (SSN). For other entities (corporations, school districts, etc.), this is your Employer Identification Number (EIN). SSN: _____ OR EIN: 91-0565555			
STATEWIDE VENDOR (SWV) NUMBER Contractors are required to register as a Statewide Vendor in order to receive payment from the State. Visit the Office of Financial Management for information or to register. To find your existing SWV#, visit OFM's Statewide Vendor Number lookup . SWV: SWV0001275-00			
How is your business organized? Corporation, non-profit _____ If a Corporation, non-profit, attach a copy of 501(c) status.			
Do you have a current Washington State business license? ⁴ <input checked="" type="checkbox"/> Yes – Attach a copy or provide UBI#: 601-139-530 <input type="checkbox"/> No – Visit the Department of Revenue to review licensing requirements.			
Is your business a small, women-, minority-, or veteran-owned business as defined in Chapter 39.26.010 RCW? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, complete and submit the Business Enterprise Certification Form with this form. If not, visit the sites linked above for information about registration.			

Have you had any contract to provide services terminated for default? Yes No

If yes, attach a list of each terminated contract with an explanation of the situation.

4. WASHINGTON STATE EMPLOYMENT (ESDs, School Districts, and State Agencies check N/A):

Are you, or any of your business partners, directors, officers, managers, employees, or board members current or former (within the last 24 months) officers or employees of the State of Washington?

Yes No N/A If yes: Current or Former

District and ESD employees are not considered state employees for this purpose. As a reminder, check with your employer regarding their outside work policies.

If you checked Yes, you may be required to seek guidance from the [Executive Ethics Board](#) before a contract is offered; you may be contacted for clarification about your current/former role.

Are you, or any of your employees or subcontractors, a retiree who used the 2008 Early Retirement Factors (ERFs) to retire early and is under age 65? This type of retiree, if under age 65, cannot work *in any capacity* for a DRS-covered employer and continue to receive a DRS benefit.

Yes No

If you checked Yes, and are under age 65, you cannot work *in any capacity* for a DRS-covered employer and continue to receive a DRS benefit; you may be contacted for clarification about your answer and asked to complete additional documentation.

5. I certify, under penalty of perjury as provided by the laws of the State of Washington, that all of the foregoing statements are true and correct, and that I will notify the Agency of any changes.

CONTRACTOR SIGNATURE



DATE

3/27/26

PRINTED NAME

Sara Seelmeyer

TITLE

Director of Ending Hunger

¹ Contract Manager is the Contractor's person responsible for all communications and billings regarding the performance of the proposed Contract/Agreement. Depending on your organization's structure, this may or may not be the same person who will sign the Contract/Agreement. This is NOT the OSPI Contract Manager or contact person.

² If the person signing the Contract/Agreement on behalf of the Contractor is different than the Contract Manager, both individuals will receive notices via DocuSign.

³ You may list additional individuals to sign the Contract/Agreement and/or receive a courtesy copy via DocuSign. If including additional signatories, list them in order they should be received.

⁴ For assistance finding your organization's legal name or UBI number, or if you would like more information about business license requirements, visit the [Department of Revenue](#).

Technical Proposal

Project Approach/Methodology

United Way of King County maintains a strong understanding of the Summer Food Service Program (SFSP) and USDA regulatory requirements under 7 CFR Part 225.

United Way staff were trained by OSPI to conduct SFSP monitoring in both 2024 and 2025 through a combination of online training modules and in-person site visits conducted alongside OSPI staff. This has resulted in a deep working knowledge of program requirements, operational procedures, and compliance expectations

In addition to SFSP monitoring experience, United Way has extensive experience supporting multiple federal child nutrition programs, including the National School Lunch Program, School Breakfast Program, Child and Adult Care Food Program (CACFP), and the Summer Food Service Program. Through this work, United Way has developed strong familiarity with federal nutrition program regulations and compliance standards and has established productive working relationships with several administering departments at OSPI. United Way maintains ongoing familiarity with federal nutrition program guidance, particularly SFSP, through regular coordination with OSPI's SFSP team and participation in both in-person and virtual trainings and technical assistance opportunities offered by OSPI.

United Way's methodology for conducting site reviews follows OSPI's established monitoring protocols and training requirements to ensure that reviews are conducted accurately, consistently, and in full compliance with program regulations. Prior to conducting site visits, assigned staff will complete all required OSPI training modules and review relevant guidance materials to ensure familiarity with current monitoring expectations and documentation procedures.

Before each site review, United Way will coordinate with OSPI to confirm the timing of the visit and request any relevant site information needed to conduct the review. Site visits will be conducted in accordance with OSPI guidance and will follow the required SFSP Site Review Forms. During each review, the site monitor will observe site operations and assess compliance with key program requirements, including meal pattern compliance, accurate meal counting and claiming procedures, food safety and sanitation practices, and overall adherence to approved site operations.

Throughout the monitoring process, United Way will maintain regular communication with OSPI staff. United Way will notify OSPI in advance of each planned visit and will communicate any notable findings, operational concerns, or potential compliance issues to the assigned OSPI SFSP Specialist. If urgent issues arise during a visit, such as threats to participant safety or significant operational deficiencies, United Way will notify OSPI immediately.

Following each site review, documentation will be completed using the required OSPI monitoring forms and submitted electronically to the appropriate OSPI SFSP Specialist within the week the visit was conducted. This approach ensures that monitoring activities are thoroughly documented, findings are

communicated promptly, and OSPI staff have timely access to the information necessary to support program oversight and follow-up actions.

Work Plan

United Way of King County will implement a structured work plan to ensure that all monitoring activities are completed efficiently, accurately, and in full compliance with OSPI requirements and federal SFSP regulations:

Training and Project Initiation

Prior to conducting independent site reviews, assigned staff will complete all required OSPI trainings, including SFSP monitoring modules and any additional guidance provided by OSPI. Staff will also participate in required meetings and shadow visits with OSPI staff to ensure familiarity with monitoring procedures, documentation expectations, and reporting requirements.

Site Assignment and Scheduling

OSPI will provide United Way with the list of assigned sites. Upon receiving site assignments, United Way will develop a monitoring schedule that ensures:

- Completion of site reviews within the designated review month
- Adequate staff availability and back-up coverage
- Scheduling flexibility in the event follow-up visits are required

Sites with sponsors undergoing state review will be prioritized for scheduling within the designated review month to ensure that visits occur early enough to support OSPI's administrative review timelines. The proposed monitoring schedule will be shared with OSPI for review and coordination prior to the first site visit. Individual visit dates will also be communicated to the assigned OSPI specialist at least 48 hours in advance and confirmed via calendar invitation or email, according to OSPI staff preference. Any schedule changes will be promptly communicated to OSPI to ensure monitoring timelines remain aligned with program requirements.

Site Review Implementation

United Way staff will conduct site visits using the monitoring forms designated by OSPI, including the SFSP Site Monitoring Form, Rural Non-Congregate Mobile Monitoring Review Form (if applicable), and Food Service Management Company Monitoring Form (if applicable).

Prior to each visit, monitoring staff will review the site information provided by OSPI and prepare monitoring materials, including pre-filling available site information on the monitoring form such as operating hours, site supervisor name, and reported ADA or CAP. This preparation helps ensure efficient documentation during the visit.

During each visit, monitoring staff will observe the full meal service and assess site compliance with SFSP, USDA, and applicable local health department requirements. Monitoring activities will include verifying meal pattern compliance by documenting foods offered and portion sizes,

observing food preparation and distribution areas to confirm appropriate food safety practices, and conducting an independent meal count during the meal service. Staff will also review on-site meal count records for previous operating days to ensure consistency with program reporting requirements. All observations and findings will be documented on the appropriate monitoring form.

At the conclusion of the visit, monitoring staff will review the completed form with the designated site supervisor and obtain a signature from the site supervisor. If any issues arise that could compromise participant safety, United Way will notify the assigned OSPI specialist immediately for further guidance.

Documentation and Reporting

After each visit, the completed monitoring form will be reviewed for accuracy and scanned for electronic submission. Documentation will be submitted to the assigned OSPI specialist no later than the Friday following the site review, consistent with OSPI reporting expectations. Key findings or notable observations will be highlighted to support OSPI follow-up as needed.

United Way will maintain ongoing communication with OSPI staff throughout the monitoring process and will promptly report any operational concerns, safety issues, or potential compliance findings. If OSPI determines that a follow-up visit is required, United Way will coordinate scheduling with OSPI and conduct the additional monitoring activities as directed.

Project Schedule

United Way proposes the following timeline for monitoring activities during the 2026 SFSP operating season:

Spring 2026: Training and Preparation

Beginning in Spring 2026, assigned monitoring staff will complete all required OSPI SFSP monitoring trainings and review any updated guidance or monitoring procedures. Staff will also participate in any required virtual meetings with OSPI to review expectations, timelines, and documentation requirements.

June 2026: Site Assignment and Scheduling

In early June, United Way and OSPI will connect to review the list of sites assigned for monitoring, including any applicable review deadlines and site-specific information. Following this coordination, United Way will develop a monitoring schedule and share planned visit dates with OSPI. Ongoing communication with OSPI will occur throughout the scheduling process to ensure alignment with state monitoring priorities and timelines.

United Way staff will also participate in any required shadow visits or additional training recommended by OSPI to ensure familiarity with monitoring procedures and expectations prior to conducting independent reviews.

United Way will begin conducting site monitoring visits by mid-to-late June and will submit completed monitoring forms to OSPI following each visit in accordance with OSPI reporting timelines. Monitoring visits will be scheduled throughout the summer.

July and August: Ongoing Monitoring and Communication

Monitoring activities will continue throughout the summer operating season. United Way will maintain regular communication with OSPI staff regarding visit scheduling, monitoring findings, and any issues that arise during site reviews.

United Way will complete all remaining site visits and submit final monitoring reports by the end of the summer operating season. The final site visit will depend on individual site operating schedules but is anticipated to occur in August.

Deliverables

United Way will provide a complete schedule with the anticipated visit dates and times for each site. Any changes will be communicated to OSPI prior to the visit along with a replacement visit date.

After each site visit, United Way will promptly provide completed Site Review Forms to the appropriate OSPI specialist. In addition, United Way will quickly communicate any identified risks or visit findings to OSPI. If any findings endanger safe site operations, United Way will communicate this immediately to OSPI for further instruction. Routine findings will be documented in the appropriate form, and any required follow-up will be administered accordingly.

United Way will deliver all outputs in accordance with OSPI reporting requirements and timelines. All records will be stored and shared in compliance with OSPI's guidance.

Risks and Risk Mitigation

The primary risk associated with this project is staff availability during the monitoring period, which could be impacted by illness, scheduling conflicts, or unexpected operational disruptions.

United Way will mitigate this risk by maintaining multiple trained staff members capable of conducting monitoring visits. At least three staff members will be trained to complete site reviews, ensuring sufficient coverage throughout the summer monitoring period. Monitoring visits will also be scheduled with built-in flexibility to allow for rescheduling if necessary while still meeting OSPI deadlines.

United Way will continuously monitor staffing capacity and project timelines. If any issues arise that could affect the completion of monitoring activities, United Way will notify the OSPI contract manager immediately and work collaboratively to determine appropriate solutions.

Management Proposal

Team Capacity and Management

United Way of King County will deploy a qualified and experienced project team with sufficient capacity to successfully execute all project requirements. The proposed team includes staff with direct experience conducting SFSP monitoring visits and supporting federal child nutrition programs. Multiple staff members are trained to conduct monitoring visits, providing built-in redundancy and ensuring continuity of operations throughout the contract period.

United Way staff have the capacity to travel to assigned monitoring sites throughout Washington State as required during the summer operating season. No subcontractors will be utilized for this project.

Project Team Roles and Responsibilities

Food Security Program Coordinator (Primary Monitoring Lead): The Food Security Program Coordinator will serve as the primary staff member responsible for conducting monitoring visits and coordinating site review activities. With two years of direct experience conducting SFSP monitoring visits, this role brings strong familiarity with program requirements, site compliance expectations, and documentation standards. Responsibilities include scheduling and conducting site visits, completing required monitoring reports, and maintaining regular communication with OSPI staff.

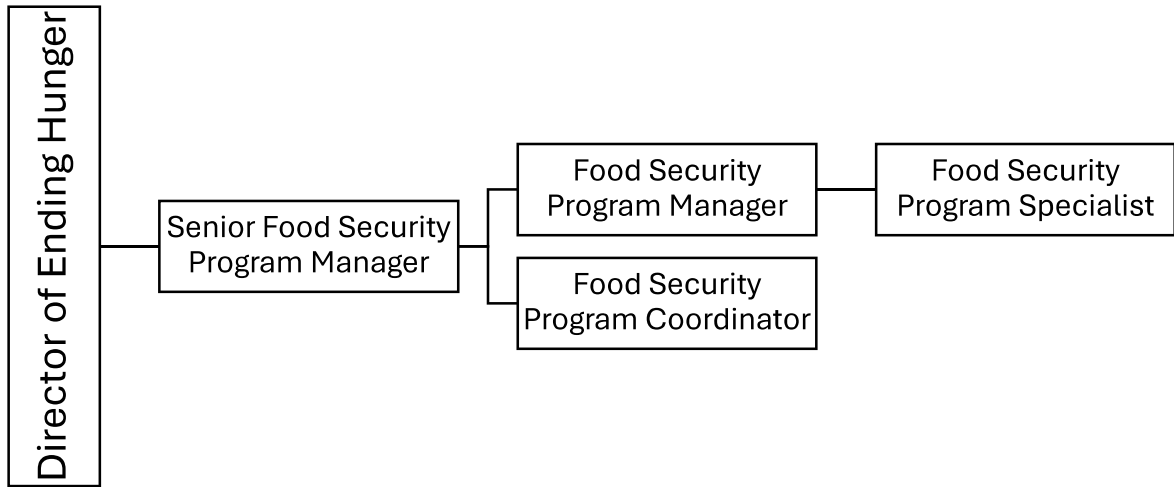
Food Security Program Specialist (Monitoring Support): The Food Security Program Specialist will provide additional capacity for conducting monitoring visits and supporting monitoring coordination. This role assists with site visits, monitoring documentation, and scheduling support to ensure monitoring activities are completed within required timelines.

Food Security Program Manager (Program Oversight and Technical Support): The Food Security Program Manager provides programmatic oversight and technical guidance throughout the monitoring process. With prior state agency experience and familiarity with the Summer Food Service Program, this role supports quality assurance, staff guidance, and additional monitoring capacity if needed.

Senior Food Security Program Manager (Project Director): The Senior Food Security Program Manager will serve as Project Director and holds primary responsibility and final authority for all project work. This role oversees implementation of the project work plan, ensures monitoring activities meet OSPI and federal program requirements, reviews monitoring outputs for quality and completeness, and maintains communication with the OSPI Contract Manager.

Director of Ending Hunger (Executive Oversight): The Director of Ending Hunger provides executive-level oversight to ensure the project remains aligned with United Way's organizational priorities and that adequate resources and staffing are maintained throughout the contract period.

Management Structure



The Senior Food Security Program Manager will serve as Project Director and has prime responsibility and final authority for all work performed under this contract.

Staff Qualities and Experience

United Way of King County will assign staff with demonstrated experience supporting federal child nutrition programs and conducting Summer Food Service Program (SFSP) monitoring activities. The proposed project team brings strong familiarity with federal program requirements, site operations, and compliance monitoring procedures. Team members regularly collaborate with state agencies, school districts, and community partners to support implementation of federal nutrition programs across Washington State.

The team's combined skillsets include federal nutrition program implementation, compliance monitoring, technical assistance to program operators, data analysis, and coordination with state agencies. These skills enable United Way staff to conduct SFSP monitoring visits efficiently and accurately while maintaining clear communication with OSPI staff and program operators. Team members are experienced in working independently while following established monitoring protocols and reporting procedures.

United Way staff have direct experience conducting SFSP monitoring visits under contract with the Office of Superintendent of Public Instruction (OSPI). During the 2024 and 2025 summer operating seasons, United Way staff conducted compliance monitoring visits to 35 Free Summer Meals sites and vendors across Washington State.

Monitoring responsibilities included:

- Conducting on-site compliance reviews of SFSP meal service operations
- Evaluating adherence to federal and state program requirements

- Reviewing meal service procedures, meal counting and claiming processes, and food safety practices
- Documenting site observations and monitoring findings using OSPI monitoring forms
- Preparing detailed monitoring reports for OSPI that included findings and recommendations for corrective action when needed

Through this work, United Way staff developed strong familiarity with OSPI monitoring expectations, SFSP operational procedures, and federal program regulations under 7 CFR Part 225.

In addition to SFSP monitoring experience, United Way staff support a range of federal child nutrition initiatives and work closely with state agencies to strengthen program implementation. Staff regularly collaborate with the Office of Superintendent of Public Instruction (OSPI) and the Department of Social and Health Services (DSHS) to support food security programs across Washington State. Relevant experience includes providing technical assistance and funding to schools and community organizations operating federal nutrition programs; supporting implementation of Breakfast After the Bell programs in partnership with school districts and OSPI; analyzing statewide participation data to identify program successes, gaps, and opportunities for expansion; producing reports and recommendations to strengthen participation in federal nutrition programs; and coordinating cross-agency efforts to support statewide hunger relief initiatives

Experience and Regional Familiarity

United Way of King County brings extensive regional experience supporting federally funded child nutrition programs across Washington State. While based in King County, United Way has operated statewide for approximately a decade, including in the regions covered by this scope of work, providing technical assistance and program support for the Summer Food Service Program (SFSP), School Breakfast Program (SBP), and Child and Adult Care Food Program (CACFP).

Relevant Experience

Through this work, United Way has engaged directly with program sponsors across urban, suburban, and rural communities throughout Washington. This experience has provided a strong understanding of regional operational differences, including variations in staffing capacity, meal service models, transportation barriers, and participant access. United Way maintains established relationships with a broad network of sponsors, including school districts, community-based organizations, and local partners, enabling efficient coordination and effective communication across regions.

United Way staff also have significant experience supporting program compliance and strengthening implementation of federal nutrition programs. This includes providing technical assistance to program operators, identifying operational challenges, supporting corrective actions when needed, and helping sponsors improve program quality and participation. Through ongoing collaboration with the Office of Superintendent of Public Instruction (OSPI), United Way

staff maintain familiarity with state agency expectations and reporting requirements related to federal child nutrition programs.

United Way regularly coordinates projects and partnerships that span multiple regions of Washington State. Established internal systems for scheduling, communication, and quality assurance—combined with cross-trained staff and strong regional familiarity—allow United Way to efficiently deploy staff and complete monitoring activities across multiple regions while maintaining consistent communication with OSPI staff.

No subcontractors are proposed for this project. All work will be performed by qualified United Way of King County staff.

Related Contracts

United Way of King County has extensive experience supporting implementation, monitoring, and improvement of federal child nutrition programs across Washington State. The following examples demonstrate United Way’s experience managing projects similar in scope to the services described in this RFP:

Office of Superintendent of Public Instruction (OSPI) – 2025 SFSP Site Monitoring

Contract Number: 20250660

Period of Performance: May 15, 2025 to September 30, 2025

Contact: Petra Colindres, 360-819-6020, petra.colindres@k12.wa.us

Scope of work: Conducted Summer Food Service Program (SFSP) monitoring visits at meal sites across Washington State to assess compliance with federal and state program requirements.

Responsibilities included observing meal service operations, reviewing documentation, and submitting monitoring reports to OSPI identifying findings and any required corrective actions.

Share Our Strength – No Kid Hungry Washington Lead Agency

Contract Number: None provided

Period of Performance: November 1, 2025 to October 31, 2026

Contact: Brianna Guerrero, 202-773-5521, bguerrero@strength.org

Scope of work: Provide statewide coordination and technical assistance to expand participation in federal child nutrition programs in Washington State. Work includes supporting school districts and community organizations operating programs such as the School Breakfast Program and Summer Food Service Program and coordinating closely with state agency partners including OSPI.

Kaiser Permanente – Funded Initiative Supporting Expansion of Federal Child Nutrition Program
Contract Number: 127597
Period of Performance: October 1, 2021 to September 30, 2023
Contact: Haley Ballenger, 206-573-8043, haley.x.ballenger@kp.org

Scope of work: Implemented a grant-funded initiative to expand access to federal child nutrition programs and strengthen food access partnerships across Washington State. Activities included technical assistance to program operators, partner coordination, and identifying strategies to increase participation in school and summer meal programs.

References

United Way of King County has successfully managed contracts and partnerships supporting food access and federal nutrition programs across Washington State. The following references reflect organizations for whom United Way has provided related services, including federal nutrition program support, statewide coordination, and contract management.

Share Our Strength -- No Kid Hungry

Scope of Services: United Way partners with Share Our Strength's No Kid Hungry campaign to strengthen participation in federal child nutrition programs across Washington State. Work includes statewide coordination, technical assistance to program operators, and collaboration with state agencies including OSPI.

Contact: Brianna Guerrero, Manager of State Campaigns, 1401 Massachusetts Ave NW, Suite 400, Washington, DC 20005, 202-773-5521, bguerrero@strength.org

Kaiser Permanente

Scope of Services: United Way implemented a grant-funded initiative to expand participation in federal child nutrition programs and strengthen food access partnerships across Washington State. Activities included partner coordination, technical assistance to program operators, and strategies to improve access to school and summer meal programs.

Contact: Haley Ballenger, Community Health Senior Consultant, 2715 Naches Ave SW. Renton, WA 98057, 206-573-8043, haley.x.ballenger@kp.org

King County

Scope of Services: United Way manages a contract with King County to scale and administer a home grocery delivery program serving households experiencing food insecurity. The work includes coordinating program operations, managing multiple subcontractors and delivery partners, and ensuring timely service delivery and program reporting.

Contact: Will Suarez, Grants Manager, 516 Third Avenue, Seattle, WA 98104, 206-477-4513, wsuarezgomez@kingcounty.gov

Past Performance

United Way of King County has not received notification of any contract breach within the past five years.

United Way maintains strong contract management and compliance practices and has successfully fulfilled the requirements of its contracts and grant agreements with public agencies, philanthropic partners, and community organizations.

Samples of Previous Work

The attached documents are examples of completed Summer Food Service Program (SFSP) monitoring forms prepared by United Way staff during site monitoring visits conducted under contract with the Office of Superintendent of Public Instruction in 2024 and 2025. These samples demonstrate the level of documentation and compliance review used during monitoring visits.

Subcontractors

United Way of King County does not propose to use subcontractors for this project. All work under this contract will be performed by United Way staff.



Washington Office of Superintendent of
PUBLIC INSTRUCTION

SUMMER FOOD SERVICE PROGRAM
Food Service Site Review Form

This form must be completed when conducting the required Food Service Site Review for each selected site.

SPONSOR Onalaska School District	DATE OF REVIEW 6/26/25	TYPE OF SITE <input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed <input type="checkbox"/> Other: <input type="checkbox"/> Congregate <input type="checkbox"/> Non-Congregate
SITE NAME Onalaska Elementary	REVIEW NUMBER <input checked="" type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input type="checkbox"/> Follow-Up <input type="checkbox"/> State Meal Observation	
SITE ADDRESS 551 Carlisle Ave. Onalaska WA 98570	MEAL TYPE <input type="checkbox"/> Breakfast <input type="checkbox"/> AM Snack <input checked="" type="checkbox"/> Lunch <input type="checkbox"/> PM Snack <input type="checkbox"/> Supper	
SITE SUPERVISOR Jerry Carlson	FOOD SERVICE TYPE <input checked="" type="checkbox"/> Self-Prep On-Site <input type="checkbox"/> Self-Prep Satellite <input type="checkbox"/> Vended	
MONITOR/STATE REVIEWER Emily Hersh	MEAL SERVING TIME Approved: 11:30 to 12:10 Actual: 11:30 to 12:10	
	MEAL OBSERVATION TIME Arrived: 11:15 Left:	

Today's Meal	Offered Items	Portion Size	Meal Disallowances	# of Meals
Meat/Meat Alt	Fish Sticks or PBJ	2oz	# of meals missing/short components	2
Fruit/Veg	Baked Beans / orange SL	3/4c	# of meals served to adults but included in count of reimbursable meals	0
Fruit/Veg	Apple / Dried cherries	1 / 3/4c	# of meals served outside of approved meal service timeframe	0
Grain/Bread	Whole wheat (POS) / POS	2 SL	# of meals not taken at point of service (POS)	0
Milk	Lowfat (1%)	8oz	# of meals taken off site (if applicable)	0
Additional Items	String cheese / chips		# of field trip meals today without OSPI notification	0
Meal Pattern Used:	OVS	N/A	# of meals disallowed for other reasons (explain):	0

Areas to review.

Has the site supervisor attended SFSP training? Notes:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is there an "And Justice for All" poster on display in a prominent place? Notes:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are meals served to all attending children regardless of the child's race, color, national origin, sex, age, or disability? Notes:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Do all children have equal access to services and facilities at the site regardless of the child's race, color, national origin, sex, age, or disability? Notes:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
If needed, is informational material concerning the availability and nutritional benefits of the Program available in appropriate languages and translations are accurate? Note:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A
Are there reasonable modifications in policies and procedures to ensure individuals with disabilities have equal access and effective communication when accessing the Program? Notes:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No



For vended or satellite sites, were meals counted/checked for quality before signing the delivery receipt? Is a copy of the receipt maintained by site staff? Notes:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A
Are acceptable sanitary procedures followed in all aspects of meal preparation and service? *Are there adequate handwashing facilities (if applicable)? * If applicable, have utensils and work surfaces been properly sanitized? * Are fridges and freezers kept at required temperatures? Are dry goods kept off the floor and secure from pests? * Are holding facilities adequate? Notes:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the supervisor aware that changes with the average daily attendance (ADA) need to be communicated to the sponsor? Notes:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the meal served within the approved time frame? Notes:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Do the meals served meet meal pattern requirements? Are menus and meal preparation records current? Notes:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is offer versus serve implemented correctly, if used (LEAs only)? Notes:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
Are the unitized meal pattern requirements met (if applicable)? Notes:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No N/A
Are only reimbursable meals being counted and at the point of service? Notes:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the site serve program and/or non-program adult meals? If so, is there are process to ensure all children at the site are fed first? Notes: <i>Staff meals - extra food is prepared, and a staff lunch cant is taken prior.</i>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A
Is the procedure used to determine the number of meals prepared or ordered adequate to meet the objective of serving only one meal to each child? Notes:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Has the number of meals ordered/prepared been adjusted at this site? Notes:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the site following the approved plan to handle leftover meals? Notes:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are all meals served and consumed on site (congregate sites only)? Notes:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
Are children properly monitored taking one fruit, vegetable, or grain off-site for later consumption? Notes:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A
Is the site using a share table? If so, are only shelf-stable pre-packaged foods and whole fruits with non-edible peels placed on the share table? If not, review the approved plan from the health department to ensure the plan is being followed. Notes:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A
Camps & Closed Sites Only: Is there documentation of children's income eligibility, if applicable? Notes:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A



Review the meal documentation for the past five days. Are first meals on the day of review consistent with the number of meals served on previous days?
 If NO, note the explanation for the inconsistency: _____

Complete table using Daily Meal Count Forms from past 5 days	Date	Date:	Date:	Date:	Date:	Day of Review
Total Number of Meals Available	6/21	6/22	6/23	6/24	6/25	6/26
First Meals Served				176	183	173
Second Meals Served				138	103 146	140
Program Adult Meals Served				0	3	0
Non-Program Adult Meals Served				16	16	14
Leftovers				38	37	33
Meals Served Over CAP				0	0	0
Approved in WINS: ADA <u>180</u> CAP <u>216</u>						

List any issues/concerns noted during the visit and any corrective actions initiated to eliminate them:

no issues or concerns to note.

By signing below, the individual acknowledges that all items in this report are accurate and were discussed with the site supervisor.

Site Supervisor Name & Signature	Monitor Name & Signature	State Reviewer Name & Signature
<u>[Signature]</u> 6/26/25	<u>[Signature]</u> Emily #	
Date: 6/26/25	Date: 6/26/25	Date:

All areas out of compliance and meal disallowances must be addressed in a written Corrective Action Plan (CAP). The CAP must be kept with all SFSP records.

Documented Follow Up

Date(s) of follow up: _____ Notes: _____



First Meals Served to Children (cross number as each child is served)

Clicker Count Taken

El 117711
44

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40
41	42	43	<u>44</u>	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60
61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80
81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	<u>98</u>	99	100
101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120
121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140
141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160
161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180
181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200

Total First Meals Served 140 (-) Disallowed Meals 2 = TOTAL MEALS TO CLAIM 138



Washington Office of Superintendent of
PUBLIC INSTRUCTION



Washington Office of Superintendent of
PUBLIC INSTRUCTION

SUMMER FOOD SERVICE PROGRAM
Food Service Site Review Form

This form must be completed when conducting the required Food Service Site Review for each selected site

SPONSOR <i>City of Seattle</i>	DATE OF REVIEW <i>7/22/25</i>	TYPE OF SITE <input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed <input type="checkbox"/> Other <input checked="" type="checkbox"/> Congregate <input type="checkbox"/> Non-Congregate
SITE NAME <i>White Center/Steve Cox Memorial Park</i>	REVIEW NUMBER <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input type="checkbox"/> Follow-Up <input checked="" type="checkbox"/> State Meal Observation	
SITE ADDRESS <i>1321 SW 102nd St Seattle, WA 98146</i>	MEAL TYPE <input type="checkbox"/> Breakfast <input type="checkbox"/> AM Snack <input checked="" type="checkbox"/> Lunch <input type="checkbox"/> PM Snack <input type="checkbox"/> Supper	
SITE SUPERVISOR <i>Peanutt Ngeth</i>	FOOD SERVICE TYPE <input type="checkbox"/> Self-Prep On-Site <input type="checkbox"/> Self-Prep Satellite <input checked="" type="checkbox"/> Vended	
MONITOR/STATE REVIEWER <i>Emily Hersh</i>	MEAL SERVING TIME Approved: <i>12 PM</i> to <i>2 PM</i> Actual: <i>12 PM</i> to <i>2 PM</i>	
	MEAL OBSERVATION TIME Arrived: <i>11:50</i> Left: <i>2 PM</i>	

Today's Meal	Offered Items	Portion Size	Meal Disallowances	# of Meals
Meat/Meat Alt	<i>Sunbutter</i>	<i>2 tbs</i>	# of meals missing/short components	<i>0</i>
Fruit/Veg	<i>Corn</i>	<i>3/4 cup</i>	# of meals served to adults but included in count of reimbursable meals	<i>0</i>
Fruit/Veg	<i>fruit cocktail</i>	<i>3/4 cup</i>	# of meals served outside of approved meal service timeframe	<i>0</i>
Grain/Bread	<i>Sandwich Bread</i>	<i>2 SL</i>	# of meals not taken at point of service (POS)	<i>0</i>
Milk	<i>Fat Free / Chocolate</i>	<i>8 fl oz</i>	# of meals taken off site (if applicable)	<i>0</i>
Additional Items	<i>All meals Hummus + Cucumber + Pita</i>		# of field trip meals today without OSPI notification	<i>0</i>
Meal Pattern Used	<i>+ Carrots + apples</i>	<i>N/A</i>	# of meals disallowed for other reasons (explain):	<i>0</i>

Areas to review.

Has the site supervisor attended SFSP training? Notes:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is there an "And Justice for All" poster on display in a prominent place? Notes:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are meals served to all attending children regardless of the child's race, color, national origin, sex, age, or disability? Notes:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Do all children have equal access to services and facilities at the site regardless of the child's race, color, national origin, sex, age, or disability? Notes:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
If needed, is informational material concerning the availability and nutritional benefits of the Program available in appropriate languages and translations are accurate? Note:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
Are there reasonable modifications in policies and procedures to ensure individuals with disabilities have equal access and effective communication when accessing the Program? Notes:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No



For vendored or satellite sites, were meals counted/checked for quality before signing the delivery receipt? Is a copy of the receipt maintained by site staff? Notes:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
Are acceptable sanitary procedures followed in all aspects of meal preparation and service? * Are there adequate handwashing facilities (if applicable)? * If applicable, have utensils and work surfaces been properly sanitized? * Are fridges and freezers kept at required temperatures? Are dry goods kept off the floor and secure from pests? * Are holding facilities adequate? Notes: <i>meals are held at temp in cooler during service.</i>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the supervisor aware that changes with the average daily attendance (ADA) need to be communicated to the sponsor? Notes:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the meal served within the approved time frame? Notes:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Do the meals served meet meal pattern requirements? Are menus and meal preparation records current? Notes:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is offer versus serve implemented correctly, if used (LEAs only)? Notes:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A
Are the unitized meal pattern requirements met (if applicable)? Notes:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A
Are only reimbursable meals being counted and at the point of service? Notes:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the site serve program and/or non-program adult meals? If so, is there a process to ensure all children at the site are fed first? Notes:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A
Is the procedure used to determine the number of meals prepared or ordered adequate to meet the objective of serving only one meal to each child? Notes: <i>meals ordered are adjusted based on attendance trends with extra ordered as a precaution.</i>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Has the number of meals ordered/prepared been adjusted at this site? Notes: <i>adjusted after first couple of weeks to meet the sites needs</i>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the site following the approved plan to handle leftover meals? Notes: <i>leftovers are saved when appropriate. They are used the next day & discarded after 3 days.</i>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are all meals served and consumed on site (congregate sites only)? Notes:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
Are children properly monitored taking one fruit, vegetable, or grain off-site for later consumption? Notes:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A
Is the site using a share table? If so, are only shelf-stable pre-packaged foods and whole fruits with non-edible peels placed on the share table? If not, review the approved plan from the health department to ensure the plan is being followed. Notes: <i>share table is used. rules are posted for kids to see + site employees monitor it throughout service.</i>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
Camps & Closed Sites Only: Is there documentation of children's income eligibility, if applicable? Notes:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A



Review the meal documentation for the past five days. Are first meals on the day of review consistent with the number of meals served on previous days? If NO, note the explanation for the inconsistency. *daily participation changes based on Community Center/Arts & events during the week.*

Complete table using Daily Meal Count Forms from past 5 days	Date	Date:	Date:	Date:	Date:	Day of Review
	7/17	7/18	7/19	7/20	7/21	7/22
Total Number of Meals Available	50 60	50 60	X Weekend.		50	50
First Meals Served	47	49			31	28
Second Meals Served	0	0			0	0
Program Adult Meals Served	0	0			0	0
Non-Program Adult Meals Served	0	0			0	0
Leftovers	16	17			19	42
Meals Served Over CAP	0	0			0	0
Approved in WINS: ADA <u>75</u> CAP <u>90</u>						

List any issues/concerns noted during the visit and any corrective actions initiated to eliminate them:

no issues or concerns! meal counts past 7/17 are kept/ submitted to main office.

By signing below, the individual acknowledges that all items in this report are accurate and were discussed with the site supervisor.

Site Supervisor Name & Signature	Monitor Name & Signature	State Reviewer Name & Signature
<i>[Signature]</i>	<i>[Signature]</i>	
Date: <u>7/22/25</u>	Date: <u>7/22/25</u>	Date:

All areas out of compliance and meal disallowances must be addressed in a written Corrective Action Plan (CAP). The CAP must be kept with all SFSP records.

Documented Follow Up

Date(s) of follow up: _____ Notes: _____

First Meals Served to Children (cross number as each child is served)

Clicker Count Taken

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40
41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60
61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80
81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120
121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140
141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160
161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180
181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200

Total First Meals Served 28 (-) Disallowed Meals 0 = TOTAL MEALS TO CLAIM 28

Cost Proposal

United Way of King County proposes a total contract cost of \$15,730 to conduct 30 Summer Food Service Program (SFSP) food service site reviews during the 2026 operating season.

This cost is based on an estimated per-site review cost of approximately \$525 per visit, inclusive of staff time, travel, documentation, and administrative coordination. This pricing structure reflects United Way’s experience conducting SFSP monitoring visits and accounts for variation in travel distance, site complexity, and documentation requirements.

The proposed pricing structure provides cost predictability for OSPI while allowing flexibility to accommodate variation in site locations and travel requirements across assigned counties. The following budget identifies all anticipated costs necessary to complete the scope of work described in this proposal.

Identification of Costs

Cost Category	Description	Total Cost
Monitoring (Direct Labor)	Site review preparation, travel time, on-site monitoring, documentation, and reporting (approximately 6 hours per visit × 30 visits)	\$9,000
Travel Costs	Mileage for monitoring visits across assigned counties (average of 60 miles per site visit, calculated at the current IRS standard mileage rate)	\$1,300
Project Administration and Coordination	Administrative coordination, including scheduling, coordination with OSPI specialists, documentation management, and internal project oversight (estimated at approximately 80 hours over the performance period)	\$4,000
Indirect Costs (10%)	Organizational overhead in accordance with OSPI indirect cost policy	\$1,430
Total Proposed Cost		\$15,730

This budget reflects United Way’s ability to conduct site monitoring efficiently within the proposed service area while ensuring compliance with all OSPI monitoring requirements.

Travel Costs

Travel costs associated with site monitoring visits are included in the budget above and are estimated based on anticipated travel distances across the proposed service counties. Travel expenses include mileage and related travel costs necessary to complete site visits.

All travel will comply with Washington State travel regulations established by the Office of Financial Management.

Subcontractor Costs

United Way of King County does not anticipate the use of subcontractors for this project. All monitoring activities will be conducted by United Way staff.

Indirect Costs

Indirect costs are included at 10% of direct costs, consistent with OSPI's indirect cost policy for nonprofit organizations.